

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

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EXECUTIVE SUMMARY

The purpose of this project is to provide for the information needs of the Liberian people in what might be the most important election in the nation's history. This election will be a referendum on the government of current President Ellen Johnson Sirleaf, who has certainly helped the country move forward from the chaos of the civil war period but whose tenure has been marked by a string of damaging political and financial scandals. Although President Sirleaf enjoys wide-ranging and well-deserved support internationally, the election process will undoubtedly present her with a range of issues and criticisms that the Liberian people will want resolved in the campaign debate, not the least of which concern large-scale corruption, the lack of progress in improving employment opportunities and what to do about the recently issued Truth and Reconciliation report recommendations.

Furthermore, the Liberian rural population feels disconnected from national issues, and this detachment helped fuel the civil war and prevents portions of the population from fully engaging in civic life. A primary goal of this project is to provide this group with information tools that they can use themselves and offer them a public voice. With the combined resources of Liberian and American media, academics, professionals and NGOs, we will have the ability to bring inclusivity to all segments of the population.

Several teams coming from Syracuse University, the New School University and several other American universities will provide support to local Liberian NGOs and media organizations who have dedicated themselves to reporting on a free and fair election.

The Liberian media, particularly those not under the control of the UN or the government of Liberia, suffers from a chronic shortage of resources and trained personnel. They have very little election-coverage experience and without outside assistance will lack the ability to perform the basic tasks of the media during a major election: covering the campaign, investigating campaign promises and money flows, reporting on the election process itself and its outcomes. Many situations of election fraud in Africa that resulted in violence could have been prevented if the local media had the tools to fulfill their watchdog role.

Likewise the Liberian government, in particular the Ministry of Information, does not have the manpower or resources to effectively mount a comprehensive get out the vote campaign to increase voter registration, or to reach out to various underrepresented groups such as young people, women and rural dwellers. While this project will not supplant these government responsibilities, it will make itself available to any organization that is dedicated to educating and turning out the electorate. To that point, we hope to be operating with the full cooperation and support of the Ministry of Information.

It is also certainly up to the Liberian media itself to take on these responsibilities, but there is room for outside assistance particularly in the areas of training and capacity building.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

The key deliverables for the project will be a multi-formatted website that will be available to the citizens of Liberia, to the Liberian diasporas and to interested international observers, be they journalists or government officials. The project will also support a multimedia van that will travel the country during the election period, disseminating information, providing content to the local media and the website and gathering election-related stories, particularly from outside Monrovia. It could be characterized as a multi-media national news agency dedicated to election campaign coverage.

After the election-related activities, it is anticipated that the van will be retired or recycled to another project; the website will be turned over to a governing board of Liberian journalists and publishers that can keep it as an archive of election-related matters and add to it for other development projects (e.g. news hub, cultural content, tourism, economic development, foreign investment). The site could also add social networking features so that it becomes a major hub in the global Liberian network.

The site will also become a major source of communication between the Liberian media and its international partners who can use the site for training purposes (webcasts, on-line seminars, distance learning) and also as a site for types of reports that would not normally show up in the local Liberian media. We also hope it will become a feature of journalism training at the Mass Communication department of the University of Liberia and Cuttington University.

As part of the project's activities, the development team will include potential post-election owners of the site in all major activities so that "ownership" will begin early in the process. The development team will also work with the Liberian partners on various forms of financing for the site, which should not be a burden to maintain.

We believe that this concept is one that can be applied in election situations throughout the world. We also believe that because the project is University-based, it will not be perceived as a threat by contesting political parties. One of the greatest challenges to any project like this is to have ownership take place by the local partner as early in the process as possible.

Members of the project team have been working in Liberia on media and governance issues since 2006 and many strong, trust-based bonds have been forged. These bonds are deemed a critical success factor in the process.

The Liberian media was a casualty of the civil war, as were many other elements of Liberian society. Several international efforts to improve Liberia's media situation have taken place since 2003 with varying degrees of success and continuity. Many of the lessons learned in these earlier endeavors will shape both the design and methodology of the current project. It is assumed that all such activities are an evolutionary process; therefore each intervention will lead to a stronger project in the future. We are determined to publish our results so that others may benefit from our experience and our core team will be a valuable asset in future elections in other countries.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

The value of our project in Liberia is already being praised. These are the words of Thomas Kamara, the publisher of The New Democrat newspaper and one of the leading voices calling for media reform in Liberia:

“The media here are still underdeveloped, partly as the result of the war and other factors. The training and access aspect of the project, amongst others, will be interesting. I am sure you know the Liberian media landscape. Patronage journalism will proliferate as elections close in. Having a balance will be very helpful, and I think your project can help. This election will be key to democratic continuity and peace.”

– Thomas Kamara, the publisher of The New Democrat

KEY OBJECTIVES

- To strengthen the reporting and technical skills of the Liberian media
- To enhance the political awareness of Liberian citizens, thereby increasing their probability of informed voting

KEY COMPONENTS/TEAMS

- Multi-format website (website directed at multiple constituencies)
- Multi-media van
- Cross training for Liberian and American institution project participants
- Multimedia content available to an array of outlets in Liberia and abroad
- Advertising campaign

KEY DATES

- February 1, 2010, New School And Newhouse teams begin website wireframe
- May 30, 2010, End of New School phase of project
- June 2010, Exploratory Trip to Liberia
- August 2010, Web site architecture and functionality completed
- Dec 31, 2010, Funding lined up and team identified
- February 15, 2011, Web site is up and running
- January 25, 2011, Participating schools start researching and training their students
- June 2011, Launch of the public site and start the phase-in of American team and multimedia van
- October 2011, Liberian Elections
- December 31, 2011, Handover of fully functioning web site to a local Liberian news organization

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

PROJECT CO-CHAIRS

- Ken Harper, S.I. Newhouse School of Public Communications
- Michael Keating, Center for Democracy and Development at the University of Massachusetts Boston

ENDORSEMENTS/SUPPORTING ORGANIZATIONS | US

- S.I. Newhouse School of Public Communications, Syracuse University
- Graduate Program in International Affairs, New School University
- Center for Democracy and Development, University of Massachusetts Boston
- Chapel Hill School of Journalism and Mass Communication, The University of North Carolina
- Ushahidi, Ushahidi.com
- News21, Carnegie-Knight Initiative on Journalism
- Ruthie Ackerman, ceasefireliberia.com

ENDORSEMENTS/SUPPORTING ORGANIZATIONS | Liberia

- Lawrence Randall, Managing Director, Liberian Media Center
- Joe Mulbah, Chairman of Mass Communications, University of Liberia
- Rodney Sieh, Editor, Front Page Africa Communications
- Tom Kamara, Publisher, New Democrat Newspaper
- Ada Weah, Managing Director, Radio Veritas
- Star Radio Monrovia
- Press Union of Liberia
- Dr. Henry Tokpa, Cuttington University President
- John Kollie, Managing Director, LMIPDD (media NGO)
- Malcolm Joseph, Managing Director, Center for Media Studies and Peace Building
- Tete C. Karneh, Station Manager, Liberian Women Media Action Committee

Media Distribution Demographic Breakdown

We plan on offering rich information, both data- and editorial-based, both to regional and global user types.

REGIONAL USER TYPE [WEST AFRICAN]

The regional user is broken down into 2 sub categories and may have restricted access to the internet and a literacy rate depending on location and social class.

City Centers

Distribution type

- Print, Radio and low-bandwidth web site

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 **5** 6 7 8 9 10 11 12 13 14 15 16 17

Media Type

- Audio, text and infographics

Rural Areas

Distribution type

- Multimedia Van and Radio

Media Type

- Audio and video

GLOBAL USER TYPE

The global user base is comprised largely of the Liberian diasporas and secondarily international media. The targeted user has internet savvy and has a modern computer with a broadband connection capable of Hulu.com-type video playback.

Diasporas

Distribution type

- High-bandwidth web site

Media Type

- Audio, infographics, rich multimedia and video

International Media

Distribution type

- High-bandwidth web site with a searchable database

Media Type

- All media released under a Creative Commons Attribution License
- Audio, infographics, rich multimedia and broadcast-quality video

EDITORIAL PHILOSOPHY AND MISSION

The editorial philosophy and mission of this project focus on providing training and venues for accuracy and consistency in media. As part of the project's activities, the development team will also include post-election owners of the website in all major activities so that "ownership" will begin early in the process.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 **6** 7 8 9 10 11 12 13 14 15 16 17

A Day in the Life of the Multimedia Van

The van will circulate throughout the country during the 4 months in the run-up to the elections in October 2011. On board will be a mixed Liberian and foreign team of journalists, radio producers and other multi-media types. Each time the van get back to Monrovia a new team will be assembled and the van will roll again. Each trip will be anywhere from 4-7 days but perhaps longer to reach some of the more remote areas. In some cases an additional support vehicle will also be deployed.

The van will ideally have loudspeakers on-top that will play music and make announcements. As the van rolls into town a spokesperson speaking Liberian English and the local language will announce the arrival of the van and call for people to gather at a public spot where a crowd can be accommodated, perhaps in the parking lot of the local rural radio station. The speaker will introduce the team members, who will each give an introductory talk. The team will then show an election related video with the key message that everyone who is eligible should vote. The team will then present information on each of the candidates that has been supplied by each campaign. After these presentations the team will fan out and interview people in the town about the issues that are most critical for them and their community and what feedback they would like to give to the politicians. This material will then be uploaded to the project website and shared with other media outlets.

During the election season the van will be circulating in and out of Monrovia and during each trip all the material gathered by the team will be uploaded to the website and, where appropriate, also shared with local media outlets. Whenever possible the van will also help Monrovia-based media cover major press conferences, debates and public events offered by the candidates.

After the election material has been covered and the stories collected, the van will be turned into an entertainment center that can show video to the younger children and a mobile disco for the young people to whom many of the messages will be directed. Buying votes from young voters is a major problem in regional elections, so the emphasis will be on trying to convince young people that their vote is worth a lot more than money coming from themselves.

A Day in the Life of the Website

The website will have both a low- and a high-resolution version. The low-res version will be primarily text and low-res photography with external links to video sites on YouTube and elsewhere, very much in the style of bbc.co.uk. The high-res version will be a full multimedia experience that will have all the user features that should be expected (quality graphics, hi-res video, podcasts, news ticker, forums, blogs, links to phone texting systems, and tweets.) To boost Liberian participation in the online discussion we will implement a live stream of cell phone text messages (SMS) using the Ushahidi platform to be displayed on the site.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

Teams of American and Liberian journalists will go out into the field together to develop stories revolving around the Liberian election as well as other topical issues such as tourism and culture. These stories would be told using a wide range of media, including radio, still images, video, multimedia, print and motion graphics. A central focus will be on the sharing of storytelling and technical abilities between the Liberian and American teams.

It is anticipated that the main foreign users of the website will be journalists, Liberians living abroad, researchers and international NGOs and corporations with projects in Liberia. (There are over 100 foreign NGOs and other foreign entities operating in Liberia at the moment, excluding the UN system.)

Content Distribution Model I Creative Commons Attribute Licence

There will be multiple avenues of content distribution to maximize the impact of our efforts. In that spirit we plan to release the full-resolution video, still images, graphics and multimedia under the Creative Commons Attribute Licence through both a public web portal and on CD/DVD (for local broadcasts). This model offers the public and other media outlets the most flexibility in obtaining and using our content with the only stipulation being they credit the project and creator of the material. The portal will be powered by a NEWS21 content distribution system to automate the process of getting the media to major news organizations.

TRAINING

A key objective of the project is the training of Liberian journalists through on the ground reporting, production and intensive workshops.

Liberian journalists will be paired with American journalists and media technicians for daily assignments producing text, video and audio stories. American journalists get the benefit of reporting in a post-conflict country while the Liberian journalists learn contemporary storytelling techniques and technology.

Throughout the project internationally recognized professional journalists will be brought in to conduct intensive workshops and oversee the daily production of stories.

TOPICS

The central focus will be on elections and all their facets. However, one of the goals of the project is to provide an exhaustive resource for Liberian diasporas and international media on Liberia as a whole.

PARTICIPANTS

PROJECT MANAGEMENT

Ken Harper | S.I. Newhouse School, Assistant Professor

Ken Harper started his professional career as a designer at Sun Publications in Chicago. Harper went on to join the features design staff at the Arizona Daily Star in Tucson, where he began his transition to new media design. Harper decided on a digital vagabond lifestyle, traveling around the country by motorcycle, designing on a free-lance basis through his own company, IronCladImages.com. He has worked as a multimedia designer and producer for MSNBC.com, New York Life, Bausch & Lomb and various non-profit organizations including the United Nations, ElectronicIntifada.net and Aidchild.

Harper served as an interactive producer and designer at RockyMountainNews.com in Denver, Colorado, before becoming as Assistant Professor of Visual and Interactive Communications at the S.I. Newhouse School of Public Communications at Syracuse University, where his main interest of research and creative work is Liberia.

Michael Keating | Center for Democracy & Development, Assistant Director, University of Massachusetts Boston
Michael Keating is the Associate Director and Senior Fellow at CDD. He is an expert in the area of media and business development with over twenty years experience as a management consultant and corporate executive. Michael was formerly a Vice-President and Partner with the Boston Consulting Group and was also a vice-president and international project manager with the German media firm Bertelsmann. In 2005 Michael worked in Macedonia on the development of a national digital media strategy. He has also completed economic development projects in the Czech Republic, Russia and Romania.

In 2006, Michael's focus has also been on Africa, primarily on developments in Liberia. His research and consulting interests are on the question of how to create sustainable media businesses in developing and post-conflict societies and how the media segment can best serve positive social outcomes in conflict-prone societies. He has conducted country risk studies in Nigeria and Zambia as part of his consulting activities and has also conducted specific sector studies in areas like cocoa production, mining and telecom.

Michael has a B.A. in Philosophy from Fordham University and pursued Graduate studies in Comparative Area studies at the University of Washington, where he also studied oriental languages. He has completed certificate programs on Corporate Finance topics at the Harvard Business School and the Amsterdam Institute of Finance. He was an Adjunct Faculty in the Management Information Systems Dept. at New York University in 1986. He has published several articles on 'new media' and the internet, and as a Visiting Scholar at M.I.T. in 2002–2003, he researched and presented on the topic of the internet and political violence. In 2007 he was asked to participate in the annual "Business in Africa" conference held at the Harvard Business School.

EXECUTIVE BOARD

Steve Davis | S.I. Newhouse School, Newspaper Department Chair

Steve Davis has worked in newsrooms of all kinds and all sizes as a manager, editor, writer and page designer. He was executive editor at the community newspaper in Chambersburg, Pa., for the six years prior to joining the Newhouse faculty in 1999. Before that he was national editor and then Washington editor at USA Today from 1985 to 1992, including one year as the lead editor directing the newspaper's coverage of the Persian Gulf War.

In the years prior to USA Today he worked in Jackson, Miss., and Rochester, N.Y., on the sports, local and national desks. He also spent a year in the mid-1980s working for Gannett Co. Inc. in Washington, D.C., on a research and development project to create some of the earliest prototypes for personalized, online news. He graduated from the University of Missouri School of Journalism with a bachelor's degree in 1977.

Lawrence Randall | Executive Director, Liberia Media Center

The Executive Director manages the day-to-day activities of the Liberia Media Center. He oversees the LMC's overall program strategy and main direction. He works with the Board in drawing up annual and semi-annual financial and business plans and budgets of the Liberia Media Center (LMC). He was previously the Senior Communication Officer of the National Commission on Disarmament, Demobilization and Reintegration (NCDDR).

Currently, the Executive Director manages a 19-member staff, including 10 short-term contractors and 9 permanent staff members.

Under his leadership and direction, the LMC has rapidly developed into a vibrant media development support institution that has made concrete impact on the shape of the media landscape in the last few years. Aside from the many activities and peer review the LMC has conducted, it has also been involved with a number of critical issues underpinning media development in the country and played a key role in raising awareness on the need for media development inclusion in the Poverty Reduction Strategy.

Conducting over a dozen small-scale workshops and a multi-year community radio empowerment project, he has provided intellectual leadership in sourcing further support for media development, including accessing a number of new grant opportunities for the LMC.

Rodney Sieh | Front Page Africa, Publisher

Rodney D. Sieh is a veteran Liberian journalist with more than fifteen years experience. During the height of the

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

civil war in Liberia, he covered the war as a senior reporter for the Monrovia Daily News, venturing on the front-lines with ECOMOG peacekeepers to report on the casualties and progress of the devastating war.

In 1992, Sieh fled Liberia for Gambia to help his uncle Kenneth Best run the independent Daily Observer. While in Gambia, Sieh became a correspondent for the British Broadcasting Corporation (BBC). When Yahya Jammeh and a corps of low-ranked officers seized power from Sir Dawda Jawara, Sieh braved the skirmishes of gunfire and ventured to State House, where he scored the first interview with the new ruler and his key lieutenants. Despite Jammeh's pledge to distinguish himself from other African dictators before him, the aftermath of the coup saw a string of disappearances and mysterious killings. When Sieh's uncle, Mr. Best, was arrested in late September 1994, Sieh broke the news on the BBC. Soon after, Jammeh's forces went out in search of him, forcing Sieh into hiding. Mr. Sieh fled The Gambia in November 1994 for London, England en route to the United States.

A graduate with honors in Media Studies from Hunter College, Mr. Sieh has worked with several U.S. newspapers including Newport News, Syracuse Post Standard and the Daily Record. He worked as an intern at several publications, including the Newark Star Ledger, the Kansas City Star. At Hunter College, Sieh initiated and helped launch the first online college newspaper, The Word, which many students past and present use to build their resumes and journalism credentials to find jobs.

Today he, along with a small team of dedicated staff, has successfully transformed these news visual and investigative skills into the widely-read FrontPageAfrica.com, which was launched in June 2005 and now enjoys almost 20 million visitors a month. FrontPageAfrica, along with other civil society groups, have been at the forefront of efforts to strengthen Liberia's new democracy which, if it is to be sustainable, must be built on the rule of law, good governance and respect for Human rights. In this respect, FrontPageAfrica has been at the forefront of the battle to expose corruption and acts inimical to good governance in Liberia that has earned it the respect and admiration of the Liberian populace. The stories published by FrontPageAfrica have led to specific policy reforms to strengthen Liberia's new democratic institutions and to provide greater transparency and public accountancy in government, but these struggles are far from over and must be sustained at all levels.

Continuing its hard-hitting cutting-edge approach, FrontPageAfrica in December 2009 launched its print version and has already rocketed to the most circulated and most widely read newspaper in Liberia today.

Charlotte Grimes | Knight Chair in Political Reporting

Before becoming a Knight Chair in Political Reporting at Syracuse University, Charlotte Grimes was a reporter for the St. Louis Post-Dispatch for 20 years, 12 of them in its Washington bureau.

Her most memorable assignments included covering local and national campaigns and elections, the politics and policy of health care and international trade, the U. S. invasion of Panama and the United Nations during the

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 **11** 12 13 14 15 16 17

Persian Gulf war; reconstructing the lives and deaths of five Catholic missionaries killed in Liberia's civil war; and reporting from Nicaragua, Mexico, China and Japan.

Grimes' stories won national and local awards, and helped change state laws in Missouri to give better care to rape victims, children in foster care and the elderly in boarding homes.

Grimes believes that journalism is an act of citizenship and that good political reporting helps people participate in democracy.

Glenn Guzzo | Former editor of The Denver Post

Besides his position at The Denver Post, Glenn Guzzo was managing editor of the Akron Beacon Journal and sports editor of The Philadelphia Inquirer, among other posts in his 35-year newspaper career. He has been deeply involved in journalism education and is the author of three books, including a college textbook, *Writing and Reporting the News as a Story*.

Guzzo was Knight Ridder Inc.'s point person in the company's successful election-democracy initiatives in 1990 and 1992, which were focused on increasing voter turnout and readership of public-affairs journalism. The initiatives included newspaper coverage, television/radio partnerships, collaboration with CNN on a televised national town meeting and market research to measure results.

In a prior role as public affairs editor, he directed the Fort Worth Star-Telegram's local, statehouse and Washington, D.C. coverage. As suburban editor, he created and expanded The Philadelphia Inquirer's circulation-building Neighbors community-news sections.

Projects Guzzo has helped edit have won various national awards, including two Pulitzer Prizes (one for investigative reporting and Akron's Gold Medal for Meritorious Public Service for its year-long series on race relations). Another was a Pulitzer finalist for beat reporting.

Guzzo has helped train hundreds of professional journalists for the Committee of Concerned Journalists and while overseeing Knight Ridder's training for several years. He has taught hundreds more aspiring journalists as an adjunct professor at the University of North Florida

Bruce Strong | Assistant Professor, S.I. Newhouse School

As both a staff and freelance multimedia photojournalist, Bruce has shot in nearly 60 countries while working on assignments and personal projects. His work has been published in *Time*, *Newsweek*, *US News and World Report*, *National Geographic* and various international magazines, as well as *The Orange County (Calif.) Register*, where he was on staff for more than a decade. Bruce also served as the visiting professional at Ohio University School of Visual Communication, where he was previously awarded the Knight Fellowship in Newsroom Graphics Management and Publication Design. Bruce also served as

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

the Kellogg Public Policy Fellow at the University of Michigan Journalism Fellowships Program, during which time he and his wife, Claudia, also published their first book, “Armenia: The Story of a Place in Essays & Images.”

Over the years, Bruce’s photography has received much attention and many honors, including California Photographer of the Year, as well as recognition from the National Press Photographers Association, the Society of Newspaper Designers, the Associated Press News Executives Council and Women in Communications. He also founded Photo Night®, a monthly gathering of photographers that has drawn up to 500 professional photographers as well as such renowned speakers as James Nachtwey, Arnold Newman, Antonin Kratochvil, Douglas Kirkland, Corinne Dufka, Jeff Jacobson, Sam Abell and William Albert Allard.

Dr. James Wolo | United Nations Public Information Office, Monrovia Liberia

Dr. Wolo is currently international civil servant with the United Nations Mission in Liberia as Head of Media Monitoring and Development. He has vast experience in government and international organizations. He was also formerly deputy minister of Information in Liberia, Administrator of Save the Children UK Liberia, Mercy Corps International and former director general Liberia Broadcasting System.

Dr. Wolo holds a graduate degree in Journalism, educated in the U.S., Israel, Cameroon, Ghana and Kenya. He is a broadcaster and prolific writer and is President/CEO Media 2000, Media consultancy and training. James Wolo teaches development communication at the University of Liberia. In Monrovia he Chairs the board of directors of the Association of Liberia Community Radio.

MULTIMEDIA COACHES

Kathleen Flynn | St. Petersburg Times

Kathleen Flynn has been a photojournalist at the St. Petersburg Times since December 2002 covering local, national and world news. After graduating from Western Kentucky University, Kathleen worked in New Orleans then studied Spanish in Costa Rica while documenting a ministry that helps street children and the homeless in San Jose. In addition to her dedication to community journalism in Florida, she has covered the tsunami in Thailand, immigration in Mexico, post-conflict Liberia, India’s booming pharmaceutical industry and Haiti. Flynn was named the National Press Photographers Association Region 6 photographer of the year, 2004. Thanks to a grant from the University of Massachusetts’ Center for Democracy, Flynn visited Liberia in 2008 and 2009 to help train and equip the country’s journalists there to better cover the issues affecting their government and people. She believes that a healthy media base is one way to help increase the country’s chances of maintaining peace.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

Rick Loomis | LA Times

Rick Loomis was born in North Carolina and raised in Florida. Loomis became interested in photojournalism through a high school internship at the Palm Beach Post. After graduation he had a two-year stint working in the Post photo lab. He left to pursue a photojournalism degree at Western Kentucky University. While in college, Loomis twice placed in the top ten in the William Randolph Hearst Journalism Awards. He had college internships with The Fort Wayne News Sentinel (Ind.), the Colorado Springs Gazette Telegraph, The Seattle Times and Syracuse newspapers.

His only full time job has been with the Los Angeles Times where he started as a contract photographer shortly after graduation. Loomis spent the first years of his career working in the Orange County edition of the paper covering mostly local news, sports and features. Eventually he was afforded the opportunity to some national and international stories, covering the Mexican elections and the 25th anniversary of the fall of Saigon for the newspaper.

Since the tragic events of September 11, 2001, he has done the majority of his work overseas. After one month in New York after September 11th, he traveled to Afghanistan where he spent over six months during two trips. In Afghanistan, Loomis photographed stories about the country's returning refugees, its war victims, the cave dwellers of Bamian and more. He also documented the actions of the U.S. Marine Corps, the Army's 82nd Airborne and a Special Forces team. All that time spent with U.S. military personnel made him a prime candidate for "embedding" during the U.S.-led war in Iraq. After the end of 'major combat' in Iraq, Loomis completed assignments in Israel, Palestine, Lebanon, Haiti and Cuba before returning to Iraq amid a growing insurgency. Following the brutal killing of four U.S. contractors in Fallouja, Loomis joined U.S. Marines once again as they engaged in heavy urban combat there. A 4,000-word first person account of one rather intense battle was published in the Los Angeles Times Sunday magazine. CNN's NewsNight with Aaron Brown featured an interview with Loomis and several of his photographs during a peak in the battle for Fallouja. Since returning from his second tour in Iraq, Loomis has photographed the Republican and Democratic National Conventions, the September 11th anniversary, two hurricanes and one restaurant review.

Loomis was the NPPA Newspaper Photographer of the Year in 2003, the same year he was also the California Press Photographer's Association Photographer of the Year. He was awarded the 2004 Southern Photographer of the Year from the Southern Short Course and was nominated for the Pulitzer Prize in 2002. In 2003, Loomis shared the Sigma Delta Chi award for Spot News Photography with colleague Carolyn Cole for their coverage of the war in Iraq.

Jon Lowenstein | Noor Images

Jon Lowenstein has been a photographer for more than ten years. He specializes in long-term, in-depth, documentary photographic projects which question the status quo. He also believes strongly in documentary photojournalism's ability to effect social change. Most of all, he loves people and photography.

Lowenstein has studied at the Universidad del Pais Vasco San Sebastian, in Spain, and is a graduate of the Univer-

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

sity of Iowa and Columbia College. He has been a staff photographer at newspapers including The Arizona Republic and has lectured with numerous professional organizations and journalism schools throughout the United States.

In December 1999, Lowenstein was chosen as one of eight staff photographers for the CITY 2000 (Chicago In The Year 2000) project, during which time he started an ongoing project about Mexican day laborers in Chicago. Recently, he completed work on his first book, which explores the lives of developmentally disabled people in Illinois. Jon currently teaches photography to middle-school students at Paul Revere Elementary School and helps publish Our Streets, a community newspaper documenting the nearby South Side Chicago community.

His awards include four Pictures of the Year and two World Press Photo awards, a Fellowship from USC Annenberg's Institute for Justice and Journalism and a Nikon Sabbatical Grant. He participated in the Open Society Institute's Moving Walls Exhibitions from 2002 through 2005.

Lowenstein's work has appeared in publications including Mother Jones, Time, US News and World Report, Fortune, Elle, Ladies Home Journal, Kiplinger's Business Journal, The New York Times and Chicago Magazine.

Sam Rendiers | Multimedia Journalist, South Africa

Sam is not 100% certain when her career actually began but thinks it was either somewhere in the hills of Appalachia, or sandwiched between two other photographers in the press pool in the Oval Office. Either way, she's glad it did because it has, among other things, allowed her to chase penguins, fly on Air Force One, swim with sharks and meet a collection of interesting people, from business men to homeless men and from grannies at a bake-sale to a triple murderer behind bars. In this way she thinks the profession of photojournalism is a privilege.

After completing an MA in Visual Communication from Ohio University, and some time covering the White House in Washington, D.C., Sam returned to her native South Africa where she works as a freelance photographer and multimedia journalist. Her work documents the complete paradox of the African continent, from the political landscape to the gross human suffering to the tremendous spirit and spectacular natural beauty.

Her credits include US News & World Report, Time, The New York Times, Der Spiegel, Readers Digest, The Chicago Tribune, L'Express, The Fader, ARISE, The Smithsonian and The London Financial Times. Sam photographed the National Geographic Books Travelers Guide to South Africa and recently published a book portrait of her native Cape Town.

In 2010 she will be working closely with World Press Photo, Free Voice, Africa Media Online and Iokaalmondiaal on the Road to the Twenty Ten Project. This project aims to give African journalists a voice, both on the African continent, as well as worldwide. It offers African citizens the opportunity to experience their own view of African re-

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

ality, as opposed to depending on foreign news organizations. Twenty Ten is a multidisciplinary media project and will focus on strengthening African journalists from the various disciplines. It aims to encourage media professionals to creatively produce and distribute articles, images, broadcasts and multimedia productions related to African football. African media will be encouraged to publish the created content free of charge.

Bob Sacha | bobsacha.com

Bob Sacha is an award-winning multimedia producer who also wears the hats of photographer, documentary filmmaker and editor.

He worked as a staff producer at the multimedia production studio MediaStorm from 2007 to 2009, where his work won awards from the Online News Association, Editor & Publisher, the New York Photo Festival and The Alfred I. duPont-Columbia University Awards, and was nominated for two National News Emmys.

Before his multimedia career, Sacha was a world-traveling, award-winning magazine photojournalist who worked as a contributing photographer at National Geographic Magazine, Life Magazine, Fortune Magazine and on assignment for magazines around the world.

Sacha was born in Buffalo, N.Y., and graduated Phi Beta Kappa, magnum cum laude, from Syracuse University with a dual degree in psychology and photojournalism. After graduation, he worked for the Pulitzer Prize-winning Philadelphia Inquirer before moving to ABC News in New York City. He won a John S. and James L. Knight Foundation Fellowship to study multimedia and film at Ohio University in 2006-2007. He currently teaches at the Columbia University Graduate School of Journalism and The City University of New York Graduate School of Journalism as well as conducting workshops around the world.

Gregory Stemn | Gregory Stemn Media Network

Gregory Stemn is a renowned Liberian photojournalist who has extensively covered conflicts in several Countries in west Africa, including Liberia, Sierra Lone, Guinea and the Ivory Coast. In 1992 he hosted a photo exhibition during the Organization of Africa Unity (OAU) summit in Dakar, Senegal on the Liberian crisis and in 1993 in South Korea.

Mr. Stemn is a winner of several distinguished awards, including the photojournalist of year Award from the Press Union of Liberia (PUL) and the Inquirer Newspaper of Liberia. He is also a recipient of several Certificates in communication and conflict resolution from many national and international Organizations, including the National Endowment for Democracy (NED), a US-based non-political Organization.

Gregory's coverage of the inauguration of Nelson Mandela earned him one of many commendations received

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

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from President Mandela of South Africa and other Organizations, including the Carter Center headed by former United States President, Jimmy Carter.

In 2003 he hosted a photo exhibition titled “Liberia Human Rights and Humanitarian Situation,” sponsored by the Mano River Relief Network at the John F. Kennedy Library in Boston.

He hosted a photo Exhibition in 2005 in celebration of United Nations Human Rights day in Philadelphia sponsored by The Liberty Center for Survivors of Torture, an affiliate of the Liberty Lutheran.

At the exhibition, he was honored for his dedication to the documentation of human rights related issues. September of 2007 he hosted a photo Exhibition titled: ‘Lessons from Liberia’s Civil War’ sponsored by The Center for Democracy and Development of UMass-Boston and The Liberia Media Support Initiative at the CommunityCollege of Rhode Island.

Also in June of 2008 he hosted a photo Exhibition titled: The Role of the Media in the Liberian Civil War, sponsored by The Carter Center, Sutherland, Emory Institute for developing Nations and Atlanta friends of the Liberian Truth and Reconciliation Commission in Atlanta.

Chad Stevens | UNC School of Journalism and Mass Communication

The University of North Carolina School of Journalism and Mass Communication (UNC JOMC) will be a key partner in the initial content-gathering and multimedia-producing phases of the project.

Professor Chad A. Stevens joined UNC SOJMC in 2009. Most recently, he produced and edited an award-winning documentary at Mediastorm, a multimedia production company based in New York City. Stevens has also been a faculty member in the visual communication programs at Western Kentucky University, the International Center of Photography and Ohio University. Currently he is working on a feature length documentary film on the conflict over energy extraction in Appalachia.

Stevens has received two Emmy nominations, one Webby Award and many photography and multimedia awards in the Pictures of the Year International and NPPA Best of Photojournalism competitions. While teaching at Western Kentucky University, Stevens won the University Faculty Award for Public Service in 2006.

WEB DEVELOPMENT

Justin Winter | McCormic & Winter

Justin Winter, an application developer with a broad programming background, currently specializes in building elegant, highly flexible multimedia sites with the Drupal framework. His web development and Internet marketing company in

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

Truckee, Calif., boasts a large and varied portfolio that showcases some of his recent work.

He has been programming for over 15 years, starting with Pascal and Basic in high school and moving to ADA and Java in college. While studying the fundamentals of coding, he spent a lot of time building web sites and working with Flash.

After earning a Bachelor degree in Computer Science from Plattsburgh State University, he primarily worked toward honing his Linux, Apache MYSQL, and PHP (LAMP) skills. For the past seven years, he has focused almost entirely on the LAMP web server environment, Flash and, more recently, the Drupal framework.

Joe Weiss | Soundslides.com

Joe Weiss has worked as a photojournalist, multimedia reporter, designer, programmer, producer and editor in print and online media since 1996. He is currently a freelance interactive producer and the developer of Soundslides, a multimedia authoring application for journalists.

Previously he was an interactive producer at The News & Observer in Raleigh, N.C., the Director of Photography at The Herald-Sun in Durham, N.C., and worked for MSNBC.com as a multimedia producer in Redmond, Wash. His multimedia reports have garnered national and international recognition including the Online Journalism Award for Creative Use of the Medium from the Online News Association and two Digital Edge awards from the NAA. His work has also received a Gold medal in the Society for News Design's Interactive Design competition. For his development of Soundslides, he was awarded the 2007 J. Winton Lemen Award from the National Press Photographers Association. He has judged several awards including Pictures of the Year International (2004), Society for News Design's Interactive Design Awards (2002, 2006, 2007), College Photographer of the Year (2006), and the Online News Association's Online Journalism Awards (2002). Weiss frequently speaks at seminars and workshops concerning the integration of photojournalism, audio reportage and multimedia technology, and has taught photojournalism at the University of North Carolina at Chapel Hill. He started as a photojournalist at The Herald-Sun after attending the University of North Carolina at Wilmington and Randolph Community College. He was North Carolina Photographer of the Year in 1996.

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

Budgetary Assumptions

Per Person

- Air Travel + Ground transfers - \$2700
- Transport per week per person - \$432
- Lodging @\$100 per night - \$2100
- Food \$25 per day - \$525
- Misc \$25 per day - \$525

Total Per Person \$6300

25 participants and Coaches rotating in (June 1 - Nov 1, 3 weeks for each participant)

- \$200 per person x 21 days x 25 = \$105,000
- 30 airfares and transfer = \$81,000
- Multimedia van cost = \$50,000
- Van operating expense @ 12 weeks @ 250 per week = \$3000

Sub total = \$239,000

- Web site Consulting fee \$20,000
- Multimedia Equipment \$46,235
- Project management \$50,000.00
- Honoraria \$5000 (in country assistance)

GRAND TOTAL \$360,235

Equipment Detail

Audio Recording Kits - Main (3) = \$9671

- (3x) Portable Audio recorder I Marantz PMD-661 \$549 (\$1647)
- (3x) Shotgun Microphone Deluxe Kit I Sennheiser ME66/K6 \$999 (\$2997)
- (3x) Lavalier Microphone Kit I Sennheiser EW100 G3 ENG Kit t \$1,105 (\$3316)
- (1x) Cables \$500 (\$500)
- (3x) XLR/Mini phone cable for phone interviews \$30 (\$90)
- (1x) Boom kit JTL—\$396 (\$396)
- (1x) Batteries (100 AA and AAA Duracell) \$200.00 (\$200)

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

Budgetary Assumptions Appendix 2 of 3

(3x) Foam Baffles \$15 (\$45)

(3x) Waterproof Case for Audio Kit (SKB hard plastic case) \$160.00 (\$480)

Mini Audio Recording Kits - Secondary (3) = \$608.00

(2x) Blue Mikey Mics \$54.00 (\$108)

(2x) FourTrack iPhone Application (2) \$10.00 (\$20)

(2x) Olympus LS-10 \$240 (\$480)

Camera/Video Kit = \$13,910

(2x) Video Capable Camera I Canon 5D Mark II (2) \$2,500 (\$5000.00)

(3x) 16GB CF SanDisk Cards \$100 (\$300)

(1x) Juice Box Converter (now called the Dunlop DC “Brick”) \$119.00 (\$119)

(1x) Litepanels Two Light Flood LED On Camera Light Kit with Power Tap \$2,189.95 (\$2,189)

(1x) Soft Box Chimera \$110 (\$110)

(1x) Reflectors \$100 (\$100)

(2x) Telephone Zoom Canon 70-1200 2.8 Lens I \$1,682 (\$3384)

(2x) Wide angle Lens 17-55 2.8 (2) I \$1,100.00 (\$2200)

(2x) Waterproof Case for Camera kit \$254.00 (\$508)

Computer Hardware and Software = \$18,882

(3x) MacBook Pro 15” (15-inch : 2.8GHz) \$2,100.00 (\$6300)

(1x) Apple 24 “ Cinema Display \$800.00 (\$800)

(3x) 8GB DDR3-1066 Kit for MacBook Pro \$349.00 (\$1047)

(3x) Pelican 1495CC#2 \$180.00 (\$540)

(1x) Pelican 1690 Transport Case \$327.57 (\$327)

(1x) 27” iMac w/ 2tb drive \$2,304.00 (\$2,304)

(1x) 8 Gig RAM upgrade \$260.00 (\$260.00)

(1x) CaseCruze Hard case \$529.00 (\$529)

(4x) 1tb Seagate Hard Drives \$125 (\$500)

(3x) Apple Final Cut Pro Studio \$900.00 (\$2700)

(4x) Adobe Master Collection \$500 (\$2000)

(2x) HyperMac MBP-100 Macbook and iPhone Battery Extender \$300.00 (\$600)

(1x) Cables (USB and Firewire) \$75.00 (\$75)

(x2) Belkin Surge Protectors \$25 (\$50)

NEWHOUSE SCHOOL LIBERIA ELECTION PROJECT

Budgetary Assumptions Appendix 3 of 3

(1x) Yamaha Generator \$800 (\$800)

(1x) Gas Cans \$50.00 (\$50.00)

Van I Multimedia Equipment = \$2,900

(1x) Portable PA System - Ion Audi —\$600.00 (\$600)

(1x) MiniDV Panasonic video cam \$1,000 (\$1000)

(1x) Sound Booth \$1,300 (\$1300)

SHIPPING COSTS = \$500.00

(10x-RT flight) Delta 50lbs extra checked bag \$50

EQUIPMENT GRAND TOTAL = \$46,471